

24 October 1979

MEMORANDUM FOR:



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SUBJECT : Management Reference Material

1. Recently I had occasion to research the derivatives of the Personnel Development Plan (PDP). The most useful material was found in my Management Committee files under the related MCAs. It occurred to me that you would find an index to this material useful (Tab A). Also, of some interest might be a recital of those topics past Management Advisory Groups have been seized with (Tab B).

2. The above material is available in my immediate office. Frankly, I believe I should transfer the Management Committee files to your office, Doug, where I think this rich body of background information could be exercised. As the "recorder and coordinator" for the Management Committee in the Schlesinger/Colby/Duckett era, I am reasonably proud of the fact that Management Committee files are well organized and reveal both the background and decisions reached in a single folder devoted exclusively to specific actions.



B. C. Evans
Executive Secretary

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Attachments

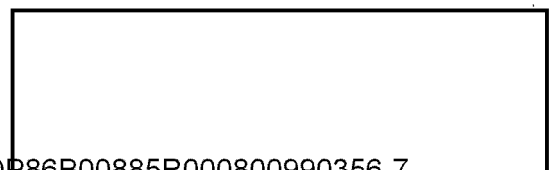
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PREVIOUS DCI MAG STUDY TOPICS

1969-1970

- A. Increased Role for the Younger Officer. - rotational participation on various panels/boards.
- B. Personnel Management. - suggests a more effective, centralized system to ensure career growth-accelerated promotions, comers list, selective involuntary retirement program.
- C. Review of the Agency film, "A Need to Know."
- D. Recommended State of the Agency Message.

1970-1971

- A. Agency-wide Selection-Out Procedures. - recommended to maintain the health of the Agency and provide room for talented newcomers.
- B. The Agency's Image. - more public awareness.
- C. MAG review of Macomber Report. - "Diplomacy for the '70's."
- D. The Agency's Supervision and Management Courses. - a joint review with OTR.
- E. Lengthening the Probationary Period.
- F. Reexamination of the CT Program. - evidence of outliving its usefulness.
- G. Agency Organization/Reorganization. - recommend changes.
- H. Removal of Codeword Security Barriers at Headquarters.

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1971-1972

- A. Comments on "Black Employment at CIA." - review of the quoted paper and suggestions on the general minority recruitment program.
- B. Maximizing Program and Manpower Productivity. - suggestions on personnel and budget cuts.
- C. Short-term Measures to Maintain Employee Morale in Periods of Austerity.
- D. Management Training. - need for basic supervisor training.
- E. A 3-day Work Week for Certain Agency components. - focused on computer operators and advantages.
- F. Non-traditional Work Schedules. - proposed an inter-directorate study group to review alternate work-arrangements.
- G. Development of the Agency's Language Capability. - proposed tying career development to language proficiency as appropriate.
- H. CIA's Domestic Activities. - concerns about collection of info on U.S. citizens within U.S.
- I. Optimization of the Agency's Research and Development Work. - proposed changes to improve interface between developer and user.
- J. Coordination of CIA Attendance and Activity at International Conferences. - coordinate overt employee attendance with operational activities.

1972-1973

- A. Appointments to the Management Advisory Group. -- suggests new ways to broaden membership.
- B. Recommendations Regarding the FYI-Allegations and Answers" Series.
- C. Recommendations on Credit Union Management. - called attention to possible improprieties.

D. Dissemination of Information. - suggested coordinated information bulletins.

E. Improving the Role of Training in Personnel Management.

F. Arrangement of Co-Op Students and Summer Interns to Audit Staff. - expressed concern over use of short-term employees in sensitive positions.

G. Useful Policies and Procedures Catalogue. - describes procedures in limited use with broader utility.

H. Program for the Prevention and Treatment of Alcoholism. - recommended improvements.

I. Employee Bulletin on RIF and Assumed Reorganization. - suggested policy statements to dispel rumors.

J. Career Services: Need for Change. - suggests career management changes, rotations, etc.

K. Use of Part-Time Professional Employees. - suggests expanded use.

L. Revision of Fitness Report System.

M. Effective Lateral Communications. - suggests improved communications across organizational lines.

N. Personnel Development Program. - a review of OP's PDP proposal.

O. The Agency's Image Revisited. - a review of an earlier paper and recommendations.

P. Air Proprietaries. - a look at their need and management.

Q. Agency Esprit. - a survey of employee attitudes and recommendations on how to improve.

R. Review of Fitness Report Program. - suggests more F/R training and employee involvement.

S. Grievance Procedures. - review of IG's role.

T. A Centralized Vacancy Notice File.

1973-1974

A. Recommendation for CIA Policy Statement on Wives of CIA Employees Stationed Abroad. - suggested a policy statement on role of wives overseas

B. Policies and Procedures in Separate Components Applicable Elsewhere. - suggests publicizing effective practices which are used only on a limited basis

C. Summation of Excess Personnel Data. - review of data on personnel declared excess during March 1973 exercise

D. Request for Increased Recognition of GSA Employees. - recommended recognizing importance of GSA employees to the Agency for morale purposes

E. Directorate Management. - reviewed relationship between MAGs and recommended independence

F. Maternity and Paternity Leave. - review of subject leave information

G. Vacancy Procedures: A Suggestion. - suggested feedback be given to all applicants

H. Agency Sponsored Charter Bus Service. - examined use of charter bus service for commuting

I. The Program Call Process: Need for Reappraisal. - suggested review of Program Call procedures because of excessive manpower utilization

J. Centralized Courier and Pouch Facilities. - suggested DCI involvement in implementing the previous subject suggestion

K. Recommendations on Agency Personnel. - a compilation of 18 personnel management recommendations

L. Survey of Suggestion and Invention Awards Program. - reinforced management's importance to the program

M. "Feedback" as a Mechanism for the Evaluation of Agency Performance. - recommended use of feedback data as a measure of Agency performance

N. Steps to Encourage Car Pools. - recommended OP release info to assist car pool arrangements

O. New Procedures for Evaluating Research Proposals. - suggested ways to improve the contract proposal and review process

P. Comments on the Director's Los Angeles World Affairs Council Speech. - suggested wide dissemination of subject speech

1974-1975

A. New Procedures for Evaluation Research Proposals.

B. Proposed Handbook on Agency Management Processes. - a review of a management paper and suggested improvements.

C. DDI Management Staff's Paper on the Proposal for a New Film on the Agency. - reviewed subject proposal.

D. DDO Memoranda on Grades and Career Management of Agency Senior Secretaries. - endorsed suggestions for senior clerical staff.

E. Notifying All Employees on Matters of General Concern. - stressed the need for more and better communications.

F. Agency Image. - suggested ways to improve the Agency image through intelligence reporting.

G. Annual Personnel Plan and Personnel Development Program. - commented on need for more employee understanding of these programs.

H. Internal Communications: Proposed Newsletter and Support Bulletin.

I. Progress Report on "New Approaches to Personnel Management. - suggested a follow-up to employees on the earlier Subject report.

J. Employee Responses to MAG Publicity Program. - a summary of employee responses and MAG actions.

1975-1976

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B. Employee Security Briefings - recommended security changes related to cover employees and the role of GSI/CSA

C. Sam Adam's Allegations - proposed greater availability of DDI assessment

D. Employment of Supergrade and Other Annuitants - suggested a notice on the reasoning behind subject hiring

E. Equalization of Benefits for Washington Area Employees - suggested ways to increase Agency benefits to out-building employees

F. Managerial Grid Barrier Statements - reviewed handling of Managerial Grid employee comments

G. Possible Asbestos Health Hazard - examined the Subject hazard in the Agency

H. Farewell to Mr. Colby - a letter to the Director

I. Provision of Simple Inoculations by Medical Services - suggested inoculations for allergies

J. Concerns About Agency Fitness Reports - suggested improvements in fitness reporting and uniformity of evaluations

K. Assessment Centers - cautioned against some of the problem areas

L. Morale of Agency Employees - presented an impression of morale and the use of attitudinal surveys

M. Useful Employee Bulletin - complimented the author of a particularly informative bulletin

N. Security Issues - reviewed polygraphing procedures

O. Relations with Media and Academic Community - commented on guidelines for Agency presentations

P. EEO. - discussed with the Director of EEO mutual support arrangements.

Q. CIARDS. - compared CIARDS with other Federal retirement systems and suggested improvement.

R. Improving Agency Vacancy Notice System. - suggested changes to the vacancy notice program patterned after TRW, Inc.

S. Memorial Service - recommended an Agency Memorial Day Service.

T. Annual Report of Credit Union. - suggested other employee associations emulate Credit Union reporting.

U. Fireworks. - suggested use of Agency buildings to view fireworks.

1976-1977

A. Reorganization of Research, Development and Engineering Activities (RD&E). - concluded that there were positive benefits of central versus decentralized RD&E.

B. Transfer of Analysis Offices to the Intelligence Directorate. - studied and recommended organizational changes.

C. Statement of Agency Goals. - reviewed DDCI's draft statement of eight goals.

D. Operations Directorate Annual Review of Employee Perspectives. - recommended against an annual survey of OD employee attitudes.

E. Life Insurance Programs Available to Agency Employees. - suggested that more information be given to employees on life insurance programs.

F. Agency Personnel Management. - reviewed and commented on an OP paper on management and employee concerns.

G. Creativity and Ethics. - two papers were reviewed on the Subject and MAG agreed with all proposals.

H. Consolidation of Agency Automated Data Processing (ADP) Activities. - at the request of the DDCI, a task force was established but it was reported that the necessary expertise and resources lay outside of MAG.

C. Agency Selection and Retention Policies. - recommended Agency review of Subject policies, especially in areas of homosexuality and cohabitation.

H. Feasibility of a Two-Grade Promotion Policy. - endorsed a two-grade promotion policy for professionals in grades GS-7 through GS-11